



United States Army Medical Research Acquisition Activity

Strategic Plan

**U.S. Army Medical Research
and Materiel Command**



May 2000

FOREWORD

As the U.S. Army Medical Research and Materiel Command's (USAMRMC) Principal Assistant Responsible for Contracting and Director of U.S. Army Medical Research Acquisition Activity (USAMRAA), I want to take this opportunity to share with you our Corporate Strategic Plan.

Acquisition Reform is well underway at USAMRAA as we move forward into the 21st Century. We are quickly adapting to innovative ways of doing business and providing all phases of contracting support to many customers throughout the globe. It is important that all USAMRAA employees understand our roles within the acquisition community and how acquisition reform initiatives will contribute to our viability within USAMRMC and Department of Defense.

The USAMRAA Corporate Strategic Plan provides the focus and future direction for the workforce. Components of this plan include: Mission, Vision, Goals and analysis of our Strengths, Weaknesses, Opportunities, Threats (S.W.O.T.).

We must continue to refine our business processes in order to provide the most efficient contracting support to the Commander, USAMRMC and our customers who are supporting global U.S. military missions and national medical research interests.

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MISSION

Our Mission Statement describes our fundamental responsibilities to USAMRMC. Simply stated, it describes who we are, what critical functions we perform, and how we add value to the Command.

MISSION STATEMENT

The U. S. Army Medical Research Acquisition Activity (USAMRAA) is committed to providing high quality, timely, customer focused contracting guidance and acquisition solutions to the Commander, U.S. Army Medical Research and Materiel Command (USAMRMC) and to all of our customers who are supporting global U.S. military missions and national medical research interests. We take pride in providing the community an atmosphere that instills public trust and demonstrates good citizenship, and offering our staff an environment that fosters growth and well being.

VISION

The USAMRAA Vision provides the picture of how we expect the acquisition activity to look in ten years. The vision describes the end state -- what success looks like. How we implement this vision is the purpose of the Strategic Goals.

VISION

The vision of USAMRAA is to be recognized nationally as an enterprise that is a hallmark of excellence in providing world class acquisition products and related services.

QUALITY

QUALITY POLICY STATEMENT

To be recognized nationally as an enterprise that is a hallmark of excellence in providing world-class acquisition products and related services.

This is accomplished through the four(4) guiding principals of our mission statement: Quality Products, Our Customers, Ourselves and Our Community.

STRATEGIC GOALS

Strategic Goals are the specific goals we must achieve to implement our vision. They serve to further define our vision, providing the mechanism to translate the vision into specific action.

STRATEGIC GOALS (Milestones)

- Establish a Quality Program Based on ISO 9000 -ISO 9000 is a tool to help USAMRAA focus on **Quality** as a base business practice.(3rd Qtr 00)
- Develop a Business Plan - USAMRAA's business plan is designed to focus on retaining existing customers, providing additional products and services to existing customers and expanding our customer base. COMPLETED
- Complete Marketing Strategy - Development and or completing a marketing strategy that include customer profiles and community involvement plans. (3rd Qtr 00)
- Establish an Employee Development Plan Establishment of a coordinated, comprehensive employee development plan which includes a mentor/protege program. (2nd Qtr 00)
- Establish a Liaison with Educational Institutions - Provide opportunities for individuals with diverse cultural backgrounds and life experiences. (3rd Qtr 01)
- Establish Student Development Process - This process will include developing performance counseling/evaluations, which enables each student to become an integral part of the USAMRAA workforce. (2nd Qtr 00)

S.W.O.T. Analysis

Organizations face internal and external factors which affect the ability to operate in the marketplace. Internal forces are defined as organizational strengths and weaknesses, or those functions that USAMRAA performs well or may need to reengineer. External forces consist of organizational threats and opportunities that exist in the marketplace and among competitors.

The following list describes those S.W.O.T. that are most critical to USAMRAA.

STRENGTHS (Internal)

- Location
- Product

WEAKNESSES (Internal)

- Inconsistent Processes
- Uncertainty of Customers' Needs
- Lack of Marketing Strategy

OPPORTUNITIES (External)

- ISO 9000
- IMPAC Program
- Customers - New Partnerships

THREATS (External)

- Other Contracting Offices
- DA Staff Reductions

**Supplemental information regarding USAMRAA's S.W.O.T. Analysis can be found at Attachment 1 of this document.

USAMRAA's S.W.O.T. Analysis

Ratings: 1=lowest; 2=moderate; 3=high

STRENGTHS: (INTERNAL)

- (3) **LOCATION** - PROXIMITY TO THE NATIONAL CAPITAL REGION, DoD AGENCIES AND MAJOR AIRPORTS ENABLES USAMRAA THE ABILITY TO OFFER FULL SERVICE AT ONE SITE, WHILE BEING CO-LOCATED WITH MOST CUSTOMERS AND SUPPLIERS.
- (3) **PRODUCT** - ALL PHASES OF CONTRACTING AS WELL AS WORKING KNOWLEDGE AND USE OF GRANTS AND COOPERATIVE AGREEMENTS.
- (3) **COMPETITIVE PRICING** - MAINTAIN A LOWER COST IN CENTS PER DOLLAR OBLIGATED RATIO THAN 80% OF USAMRAA COMPETITORS AT A 1.5% BILLING RATE.
- (3) **MULTIPLE DISCIPLINE ORGANIZATION** - DIVISIONS AND BRANCHES CATEGORIZED BY COMMODITY TYPE AND FUNCTIONS OTHER THAN CONTRACTING I.E., COST AND PRICE ANALYSIS, ACCOUNTING, AND INFORMATION MANAGEMENT.
- (2) **WORKFORCE** - EXPERIENCE, EDUCATION, STABILITY ACQUISITION PERSONNEL ARE CERTIFIED AT THE APPROPRIATE DAWIA LEVELS - AVERAGE EXPERIENCE LEVEL = **20.4 YEARS**.
- (2) **MOU** - UTILIZES SBA AND DOD TRIPARTITE WAIVERS. ALSO, MRMC'S DoD REINVENTION LABORATORY STATUS ALLOWS USAMRAA TO WAIVE CERTAIN REGULATIONS AND POLICIES.
- (2) **IMPAC PROGRAM (EXISTING)** - INCREASED USE AND NUMBER OF TRANSACTIONS PROVIDE CUSTOMERS GREATER CONTROL IN MAKING PURCHASES OF SUPPLIES AND NON-PERSONAL SERVICES.
- (2) **ACQUISITION REFORM** - EXAMPLES INCLUDE BUT NOT LIMITED TO USE OF ORAL PRESENTATIONS AND PERFORMANCE BASED CONTRACT LANGUAGE, BOTH OF WHICH HAVE RESULTED IN INCREASED EFFICIENCIES.
- (1) **ADAPTABILITY TO TECHNOLOGY (ADEPT) SPS/ACQUALINE** - WORKFORCE TRAINED; INITIAL OPERATIONAL CAPABILITY DECLARED 5/99.

- (1) **DIRECT ACCESS TO COMMANDER/DA (HCA/PARC) LOCATED ~ FT. DETRICK** - ENSURES VITAL INFORMATION IS COMMUNICATED IN A TIMELY MANNER.

WEAKNESSES: **(INTERNAL)**

- (3) **INCONSISTENT PROCESSES** - ACQUISITION PROCESSES MUST BE CLEARLY IDENTIFIED, STANDARDIZED AND IMPLEMENTED CONSISTENTLY THROUGHOUT THE ORGANIZATION.
- (3) **MANAGEMENT INCONSISTENT IN FUNCTIONING AS A TEAM** -TEAM LEADERS/BRANCH CHIEFS MUST UNDERSTAND AND APPLY PRINCIPLES OF SMALL GROUP LEADERSHIP AND TEAM DYNAMICS; CURRENT STRUCTURE DOES NOT SUPPORT CONSISTENT APPLICATION OF EVALUATIONS, REWARDS, ETC.
- (3) **UNCERTAINTY OF CUSTOMERS' NEEDS** - I.E., PRODUCT & INFORMATIONAL NEEDS - CURRENT AND POTENTIAL CUSTOMER BASE MUST BE IDENTIFIED IN ORDER TO DETERMINE THE TYPES OF PRODUCTS AND SERVICES THE ORGANIZATION CAN OFFER (THIS IS A PRECURSOR TO THE MARKETING STRATEGY).
- (2) **LACKS CLEARLY DEFINED CUSTOMER & SUPPLIER DEMOGRAPHICS** - QUALITY & PROCESSES ARE LIMITED DUE TO THE LACK OF A COMPREHENSIVE MARKETING PLAN.
- (2) **LACK OF A WELL DEFINED MARKETING STRATEGY**INABILITY TO DEFINE A COMPREHENSIVE MARKETING STRATEGY LIMITS OUR ABILITY TO CAPITALIZE ON PRODUCT IMPROVEMENTS AND RETAIN/EXPAND OUR CUSTOMER BASE.
- (2) **LIMITED CULTURAL & OTHER ORGANIZATIONAL EXPERIENCES** - MINIMIZES OUR COMPETITIVENESS, LIMITS

OUR VIEWPOINTS AND STIFLES OUR ABILITY TO EMBRACE ORGANIZATIONAL CHANGE.
- (2) **LACK OF A BUSINESS PLAN** - LENDS ITSELF TO AN INEFFICIENT ORGANIZATIONAL STRUCTURE AND MISMANAGED RESOURCES.
- (2) **LACK OF A COORDINATED, COMPREHENSIVE EMPLOYEE DEVELOPMENT PROGRAM** - CONTRIBUTES TO POOR EMPLOYEE MORALE AND INCONSISTENT PERFORMANCE.
- (1) **LAB DEMO** (I.E., PERSONNEL DEMONSTRATION PROJECT) - A QUESTIONABLE EXERCISE DUE TO ITS UNKNOWN OUTCOME.

OPPORTUNITIES **(EXTERNAL)**

- (3) **ACHIEVING NATIONAL RECOGNITION** - BY COMPETING FOR VARIOUS NON-DoD AND DoD AWARDS (I.E., ISO 9000 CERTIFICATION AND SECARMY EXCELLENCE IN CONTRACTING).
- (3) **BUSINESS DIVERSITY AND PARTNERSHIPS** - WITH NON-DOD, STATE AND LOCAL AGENCIES WILL ALLOW USAMRAA TO EXPAND OUR NETWORK AND THRIVE AS A LEADER IN THE ACQUISITION COMMUNITY.
- (3) **CUSTOMERS WILLING TO PAY** (SOME CUSTOMERS BELIEVE THEY'RE PAYING TOO MUCH) - TRYING TO REGAIN OTHER CUSTOMERS AND NOT LOSING CURRENT CUSTOMERS; OFFSET OTHER RESOURCE REDUCTIONS.**
- (3) **SINGLE OR LEAD CONTRACTING OFFICE ~ FT. DETRICK AND MEDCOM** - WILL PERMIT CONSOLIDATION OF RESOURCES AND CAPTURE SIGNIFICANT COST SAVINGS.
- (3) **CUSTOMER REDUCTIONS IN WORKFORCE** - ALLOWS US THE OPPORTUNITY EXPAND OUR PRODUCTS AND MARKETS.**
- (3) **IMPAC PROGRAM (NEW UTILIZATION)** - PROVIDES NEW METHODS FOR USING THE GOVERNMENT CREDIT CARD AS A METHOD OF PAYMENT AND PURCHASES OVER THE MICRO-PURCHASE THRESHOLD.
- (2) **COMMUNITY SEEKING NEW BUSINESS PARTNERSHIPS** -FUTURE ALLIANCES WITH THE COMMUNITY WILL CREATE A VIABLE ACQUISITION ORGANIZATION.

**** Should be included in the following: strategic & marketing plans; customer profile-; measured as part of our marketing success.**

THREATS **(EXTERNAL)**

- (3) **OTHER CONTRACTING OFFICES WITHIN FORT DETRICK** I.E., DSCP, TAO, NCI, NAVMEDLOGCMD, VETERANS ADMINISTRATION, ETC.
- (2) **USAMRMC FUNDING PROCEDURES** - THERE'S A CONCERN THAT OUR REVENUES MAY BECOME CENTRALLY MANAGED AT THE COMMAND LEVEL.
- (1) **OTHERS SUCH AS** - BRAC DECISIONS, DA DIRECTED STAFF REDUCTIONS, OUTSOURCING OF CONTRACTING TO A CONTRACTOR, FUNDING REDUCTIONS/ JOINT SERVICES MEDICAL COMMAND, ETC. ARE NOT CONSIDERED MAJOR THREATS! BUT DO REQUIRE MONITORING.